



# Strategic Plan 2008 – 2012

**U.S. Agency for  
International  
Development**

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**Office of  
Inspector  
General**



## Statement of the Acting Inspector General

I am pleased to present the Office of Inspector General's (OIG's) strategic plan for fiscal years 2008 through 2012. This document provides our vision for oversight of the U.S. Agency for International Development (USAID), Millennium Challenge Corporation (MCC), United States African Development Foundation (USADF), and Inter-American Foundation (IAF) and includes information on our mission, goals, objectives, and associated performance measures.

Our mission is to contribute to and support integrity, efficiency, and effectiveness in all USAID, MCC, USADF, and IAF activities. This mission statement is based on OIG's purpose, charter, and responsibilities, prescribed in our enabling legislation, the Inspector General Act of 1978, as amended. Our values speak to the character of the work we do to realize this mission, while our goals, objectives, and performance measures help us chart our course and identify areas in need of improvement.

This plan clearly communicates our overriding aim to support senior managers and policymakers in their delivery of effective foreign assistance programs through our audit, investigative, and advisory work.

We serve USAID, MCC, USADF, and IAF management—and Congress—by providing them with information that they can rely on because of the independence that the Inspector General Act of 1978 provides. The act requires the Inspector General to keep both the heads of the respective organizations and Congress fully informed of problems identified during the course of our work. We accomplish this requirement through our regular reporting processes, including our audit and investigation reports and our semiannual reports to Congress, and through frequent briefings of

organization managers, members of Congress, and their staffs.

In its original form, this plan was set to expire at the end of fiscal year 2010. We have recently made refinements to it and are now extending it for an additional year so that we can continue to have an effective strategic framework for the office as we take stock of anticipated changes in the foreign assistance framework and associated priorities. During the course of the coming year, OIG plans to evaluate these changes and other developments in the organizations we oversee and use this information to help set the future direction of the office.

It is my hope that our employees will continue to use this plan to help understand how their work supports the mission and goals of OIG as a whole. I look forward to working with OIG employees, partners, and stakeholders to achieve the goals outlined in this plan.

/s/

Michael G. Carroll

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**U.S. Agency for International Development**

**Office of Inspector General**

# **Strategic Plan**

**2008 – 2012**

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**TABLE OF CONTENTS**

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**Authority and Responsibility** ..... 1

**Mission** ..... 1

**Values** ..... 1

**General Strategy**..... 1

**Strategic Goal 1:**..... 2  
*Keep senior agency officials and Congress fully informed of the status of USAID, MCC, USADF, and IAF administration and operations and the need for and progress of corrective actions.*

**Strategic Goal 2:**..... 2  
*Promote improvements in the way that USAID and MCC advance sustainable development and global interests.*

**Strategic Goal 3:**..... 3  
*Help USAID, MCC, USADF, and IAF achieve management and organizational excellence.*

**Strategic Goal 4:**..... 5  
*Promote better USAID and MCC management of significant and unplanned matters.*

**Strategic Goal 5:**..... 5  
*Preserve and protect USAID, MCC, USADF, and IAF program and employee integrity.*

**Consultations** ..... 6

**Factors Affecting OIG Activities** ..... 7

**Appendix—Strategic Planning Framework** ..... 9

**Appendix—Performance Measures**..... 10

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## Authority and Responsibility

The USAID Office of Inspector General (OIG) was established on December 16, 1980, by Public Law 96-533, which amended the Foreign Assistance Act of 1961. On December 29, 1981, the President signed the International Security and Development Cooperation Act of 1981, bringing the USAID Inspector General under the purview of the Inspector General Act of 1978. In accordance with Public Law 106–113, OIG assumed audit and investigative oversight of the United States African Development Foundation (USADF) and the Inter-American Foundation (IAF) in 1999. Finally, on January 23, 2004, the USAID Inspector General was appointed as the Inspector General for the Millennium Challenge Corporation (MCC) through Public Law 108–199.

The Inspector General Act of 1978, as amended, authorizes the Inspector General to conduct and supervise audits and investigations. As a result of this work, OIG (1) promotes economy, efficiency, and effectiveness and (2) detects and prevents fraud, waste, and abuse in programs and operations. The Inspector General is responsible for keeping the head of the respective organization and Congress fully informed of the results of audits and investigations related to the organization's programs and operations, as well as the necessity for, and progress of, corrective actions.

## Mission

The mission of OIG is to contribute to and support integrity, efficiency, and effectiveness in all USAID, MCC, USADF, and IAF activities.

## Values

In accomplishing our mission, we are committed to the following:

*Integrity.* To display character, decency, and honor in everything we do; work openly and fairly with our colleagues and partners; show respect for one another; maintain independence to ensure objectivity and impartiality; and accept responsibility for our actions.

*Excellence.* To strive to produce work that has distinction, merit, quality, and a positive effect; work efficiently with highly trained people who enjoy equal opportunities to excel; deliver products that are accurate, timely, complete, concise, and meaningful; and present work in a way that is most useful to those who are responsible for implementing the organization's goals and objectives.

*Teamwork.* To work with USAID, MCC, USADF, and IAF management to understand their program objectives; team with the four organizations, demonstrating and encouraging integrity and achieving excellence; understand the entire OIG program and its effect on the organizations' programs; help management find solutions to problems; and remember that our success is measured in part by the success of our colleagues and partners.

## General Strategy

OIG developed its strategic goals and objectives based on the overarching philosophy described in the mission and values statements. They are driven by legislative mandates, agency strategic plans, goals, and major management challenges, and the activities identified as being at a high risk of fraud, waste, or abuse. For each OIG strategic goal, we have established strategic objectives and performance measures that describe what we expect to accomplish and how we will determine whether we are achieving our objectives.

**Strategic Goal 1: Keep senior agency officials and Congress fully informed of the status of USAID, MCC, USADF, and IAF administration and operations and the need for and progress of corrective actions.**

**Objective 1.1:** Provide timely, high-quality reports and briefings to senior agency officials and Congress on the major challenges identified by audits and investigations.

In accordance with the Inspector General Act of 1978, OIG will keep both senior agency officials and Congress informed on the status of significant OIG audit and investigative activities, problems, and issues. We will issue reports on all completed audits and investigations and meet periodically with senior agency officials and congressional staff to discuss matters of interest to them.

**Strategic Goal 2: Promote improvements in the way that USAID and MCC advance sustainable development and global interests.**

**Objective 2.1:** Contribute to improvements in USAID and MCC programs that advance the growth of democracy and good governance, including civil society, the rule of law, respect for human rights, and religious freedom.

OIG will perform audits of these high-priority foreign assistance programs. These audits will help ensure that USAID and MCC have developed and implemented an effective system for managing and monitoring these programs so that these programs achieve their intended results.

We plan to give priority to auditing programs that facilitate conflict resolution, transition to and consolidation of democracy, democratic reform, rule of law, democratic governance, and human rights.

**Objective 2.2:** Contribute to improvements in USAID and MCC programs for strengthening world economic growth, development, and stability while expanding opportunities for U.S. businesses and ensuring economic security for the nation.

OIG will conduct audits of USAID and MCC efforts to advance economic security, economic

growth, and open markets through trade development, agriculture, and private sector development programs. These audits will help ensure that USAID and MCC have developed and implemented an effective system for managing and monitoring these economic development programs so that they achieve their intended results.

We will give priority to programs in the following areas:

- Trade and investment
- Agricultural development
- Participant training
- Food aid
- Global development alliances
- USAID support for implementation of the Millennium Challenge Account

**Objective 2.3:** Contribute to improvements in USAID and MCC programs to improve health, education, environment, and other social and environmental conditions for the global population.

OIG will conduct audits of USAID and MCC programs in HIV/AIDS, health, and education, as well as programs intended to improve social and environmental conditions. These audits will help ensure that USAID and MCC are managing these programs appropriately in order to achieve planned results.

We will give priority to programs in the areas of:

- HIV/AIDS, tuberculosis, and malaria
- Infant and child mortality
- Reproductive and maternal health care
- Basic education
- Environmental management

**Objective 2.4:** Help USAID and MCC minimize the human costs of displacement, conflict, and natural disaster.

Audits will be conducted of USAID and MCC programs intended to minimize the human costs and impact of conflicts and natural disasters. Priority will be given to humanitarian response programs as well as disaster prevention and preparedness programs.

**Strategic Goal 3: Help USAID, MCC, USADF, and IAF achieve management and organizational excellence.**

**Objective 3.1:** Contribute to the development of a workforce whose number, skills, and deployment meet U.S. foreign assistance needs; to strategies for succession planning and leadership continuity; and to strategies that integrate workforce planning into the budget and strategic planning processes.

We will conduct audits to ensure that USAID manages its human capital effectively while conforming to Office of Management and Budget (OMB) and Office of Personnel Management initiatives and goals. We will also meet with USAID and MCC personnel to exchange views on human capital management and provide advice when appropriate.

We plan to give priority to supporting USAID in the following areas:

- Workforce planning
- Use of existing personnel flexibilities, tools, and technology
- Succession planning
- Managing productivity
- Internal accountability systems
- Competitive sourcing
- Employee security

**Objective 3.2:** Contribute to improvements in USAID and MCC processes for planning, monitoring, and reporting on program activities and integrating performance information into budget decisionmaking.

We will conduct audits of USAID and MCC strategic plans, congressional budget justifications, and annual reporting processes, including reporting of progress for key program areas, to ensure that they have effective systems for managing for results and that budget preparation is linked directly to performance outcomes. We will also meet with USAID and MCC staff to exchange views on progress toward developing such a system and to provide advice if appropriate.

We will give priority to supporting USAID and MCC in the following areas:

- Performance planning and reporting
- Strategic budgeting
- Field support
- Coordination with the State Department on the consolidation of financial management, information technology, and other support services

**Objective 3.3:** Contribute to improvements in USAID and MCC processes for awarding and administering acquisition and assistance instruments.

We will conduct audits to support USAID and MCC in achieving performance goals related to procurement and to ensure that they conform to Office of Federal Procurement Policy directives and noted best practices. We will also meet with agency personnel to exchange views on procurement processes and to provide advice if appropriate. Finally, audit and investigation work will be directed toward helping ensure that contractors and grantees meet applicable integrity standards.

We plan to give priority to supporting USAID and MCC efforts in the following areas:

- Training and use of contracting and assistance officer technical representatives
- Managing service contracts
- Performance-based contracting

- Compliance with acquisition and assistance policies and procedures
- Small business utilization
- Managing procurement workload
- Procurement system evaluations
- Use of online procurement applications

**Objective 3.4:** Assist USAID, MCC, USADF, and IAF in improving financial systems that contribute to preparation of reliable and useful information that managers can use.

OIG will conduct annual audits of USAID, MCC, USADF, and IAF consolidated financial statements in accordance with the Government Management Reform Act and OMB implementing guidance. We will focus on the following issues:

- Compliance with Federal financial management system requirements and applicable accounting standards
- Accurate and timely interim financial reporting
- Integration of Washington and overseas financial and performance management systems
- Accurate and timely posting of transactions
- Timely reconciliation of financial data

**Objective 3.5:** Assist USAID and MCC in ensuring proper accountability for funds provided to contractors, grantees, and host governments.

OIG will oversee financial audits of USAID and MCC contractors and grantees performed by the Defense Contract Audit Agency or independent public accounting firms to ensure that such audits meet agency needs and conform to applicable auditing standards. We will focus on the following issue areas:

- Accountability of U.S.-based grantees and contractors

- Accountability of non-U.S.-based grantees and contractors
- Accountability of USAID’s Enterprise Funds

**Objective 3.6:** Promote improvements in the creation of systems and information technology (IT) infrastructures that are able to leverage capital investments, provide blueprints for IT solutions, and share data and information within the organization and with its customers.

OIG will conduct audits to ensure that USAID and MCC major information systems acquisitions are managed properly in accordance with applicable laws and OMB guidance. In addition, audits will be conducted of USAID’s efforts to implement presidential e-government initiatives. We will meet with USAID and MCC staff to exchange views on the IT acquisition process and provide advice if appropriate. We will focus on the following areas:

- Compliance with Clinger-Cohen Act of 1996
- Compliance with OMB Circular A-11, Exhibit 53, Form 300
- Compliance with cost, schedule, and performance targets
- E-Government and Government Paperwork Elimination Act initiatives

**Objective 3.7:** Contribute to the development, promotion, and monitoring of security awareness and processes for protecting USAID, MCC, USADF, and IAF critical information systems from loss, misuse, and unauthorized access or modification.

We will conduct audits of USAID, MCC, USADF, and IAF information security management to ensure compliance with applicable laws and OMB guidance and thus help keep its critical information secure. We will meet with agency staff to exchange views on the IT acquisition process and provide advice if appropriate. We will focus on the following areas:

- Compliance with the Federal Information Security Management Act of 2002
- Compliance with the Computer Security Act of 1987
- Compliance with OMB Circular A-130, Appendix III

**Strategic Goal 4: Promote better management of significant and unplanned matters.**

**Objective 4.1:** Contribute to better management of USAID and MCC activities that address significant, often unplanned, conditions or engender intense congressional interest.

OIG will partner with USAID and MCC to ensure adequate audit and investigative oversight of activities of intense USAID, MCC, and congressional interest, particularly as evidenced by congressional requests for special OIG oversight, and of significant unplanned activities, such as large-scale disaster assistance.

**Strategic Goal 5: Preserve and protect USAID, MCC, USADF, and IAF program and employee integrity.**

**Objective 5.1:** Investigate allegations of fraud, waste, and abuse in USAID, MCC, USADF, and IAF programs and operations.

OIG will investigate allegations of fraud, waste, and abuse, giving priority to cases involving major fraud. In addition, we will make referrals, as appropriate, to the Department of Justice for criminal or civil action or to agency management for administrative action. OIG will track and report all allegations investigated and all criminal, civil, and administrative actions taken as a result of OIG investigations.

**Objective 5.2:** Prevent fraud, waste, and abuse in USAID and MCC programs.

OIG will conduct training in fraud awareness to alert employees, contractors, and grantees to fraudulent schemes and practices. We will also promote our hotline as a tool for reporting fraud, waste, and abuse.

Furthermore, OIG will conduct at least two proactive investigations to identify vulnerabilities in multimillion dollar programs that could lead to criminal, civil, or administrative actions. In addition, OIG will recommend action for systemic improvements, as needed, and work with agency officials to correct weaknesses in programs and operations. Finally, OIG will conduct risk assessments of programs as necessary to develop appropriate strategies for audit coverage.

**Objective 5.3:** Preserve and protect USAID, MCC, USADF, and IAF employee integrity by conducting and concluding investigations of employee integrity efficiently and expeditiously.

OIG will investigate allegations of personnel misconduct efficiently and expeditiously. These investigations will be completed within 120 days of receipt of an allegation. When warranted, OIG will make referrals to the Department of Justice for criminal or civil action or to agency management for administrative action. In addition, OIG will track and report all allegations investigated and all criminal, civil, and administrative actions taken.

## Consultations

Collaboration with other organizations is an important element in carrying out our audit and investigative work. We consult with other organizations to consider the work they have performed, seek opportunities for joint work, and obtain additional information that will affect our planning.

### *Government Accountability Office*

The IG Act requires coordination with the Government Accountability Office (GAO) to prevent duplication and ensure effective coordination and cooperation. This consultation and coordination are undertaken in the audit planning process.

### *Defense Contract Audit Agency*

The Defense Contract Audit Agency (DCAA) performs audits, reviews, and preaward surveys as requested by OIG. OIG funds these efforts and works with DCAA and USAID to ensure that the work meets USAID's needs.

### *State Department*

USAID OIG staff meet with State Department OIG staff to discuss planning and coordination issues and other matters of mutual interest in the foreign affairs environment.

### *Special Inspectors General for Iraq and Afghanistan Reconstruction*

OIG coordinates oversight activities with the Special Inspectors General for Iraq and Afghanistan Reconstruction directly as well as through the Southwest Asia Joint Planning Group, which issues joint oversight plans for the region. OIG further engages with the Special Inspector General for Afghanistan Reconstruction in the context of the Afghanistan-Pakistan Subgroup, which USAID OIG chairs. OIG also collaborates with representatives of the Special Inspectors General on investigative matters, often through the

National Procurement Fraud Task Force and the International Contract Corruption Task Force.

### *Other Agencies*

Several other Federal agencies have interests and activities in the foreign affairs community. For example, the Department of Agriculture obtains food commodities for USAID's P.L. 480 food distribution programs. The Department of Health and Human Services, the Environmental Protection Agency, and others, including the Department of State, receive funds through USAID to help manage foreign assistance and disaster assistance activities. Under the President's Emergency Plan for AIDS Reduction, the Department of State plays an overall coordinating role and USAID, the Department of Health and Human Services, the Department of Defense, the Department of Commerce, and the Department of Labor help implement prevention, treatment, and palliative care activities. We coordinate with each agency's OIG in planning and carrying out corresponding audits and investigations. USAID OIG also coordinates with other OIGs through the Council of Inspectors General for Integrity and Efficiency.

### *Customers and Stakeholders*

Understanding the needs of our customers and ensuring that their needs are addressed in our work is vital to the overall success of OIG operations.

To facilitate exchanges between OIG staff and our customers, OIG holds an annual management and planning conference. The conference includes representatives from all OIG units and gives them an opportunity to meet and discuss issues that affect audits and investigations. Professional staff from key congressional committees often participate, as do officials from OMB and GAO. Management officials from USAID bureaus discuss their programs and vulnerabilities and where OIG can be of assistance.

These discussions and others throughout the year help us focus our limited resources on the issues of greatest concern to our customers and stakeholders.

## Factors Affecting OIG Activities

Several factors affect OIG’s ability to achieve strategic goals and objectives.

### *Internal Factors*

OIG has oversight responsibilities in much of the world and maintains offices in 11 locations to provide a base for the broad range of activities needed to provide appropriate levels of oversight. This working environment is complex, and it presents the organization with differences in language, law, and standards of accountability that must be accounted for in all facets of our work.

Internal human capital considerations also affect OIG activities. To meet our mandate, OIG also manages several personnel systems and contracts, develops and hosts customized information technology systems, and maintains independent policies and legal analysis capabilities. The effective management of these systems critically affects OIG’s ability to perform effectively. This is particularly the case with regard to incoming personnel and OIG operations in conflict settings. In recent years, OIG has added a significant number of new personnel to replace departing staff and meet the oversight requirements of an expanded foreign assistance portfolio. These new staff, along with seasoned personnel, face particular challenges when operating in conflict zones. Security conditions, more frequent staff rotations, and difficulties obtaining housing and office space for personnel affect OIG in these settings.

### *External Factors*

The primary external factor bearing on OIG achievement relates to agency implementation of our recommendations. Agencies are not obliged to accept or implement our recommendations. OIG recommendations, along with agency responses to them, are included in our audit reports and summarized in our semiannual report to the Congress, which notes all recommendations that have remained unresolved for more than 6 months.

Another major factor relates to the strategic direction of U.S. foreign assistance. The focus of foreign assistance continues to change in response to humanitarian crises, military and diplomatic engagements, and evolving geopolitical priorities. OIG seeks to adapt to these changes, taking care to assess the risks and challenges associated with new and expanded foreign assistance endeavors and recalibrating our approach accordingly. Executive and legislative branch guidance on foreign assistance priorities and the nation’s development strategy are core considerations in OIG planning.

The White House set the national security framework in which assistance programs currently operate in the May 2010 National Security Strategy. The National Security Strategy describes how development-related foreign assistance efforts support national security priorities. Related foreign assistance priorities are, in turn, reflected in the Administration’s high-priority performance goals reported through the Office of Management and Budget. Taken together, they reflect the following priority areas:

- Pursuing comprehensive engagement by updating, balancing, and integrating all of the tools of American power, and investing in development capabilities and institutions by strengthening strategic management of personnel, skills training, and hiring at USAID.
- Helping to disrupt, dismantle, and defeat Al-Qa’ida and its violent extremist affiliates by increasing Afghan and Pakistani capacity to effectively provide services to citizens and enabling local institutions to manage assistance funds.
- Advancing peace, security, and opportunity in the Middle East by supporting a sovereign, stable, and self-reliant Iraq.
- Accelerating sustainable development by supporting the development of low-emission development strategies.
- Promoting democracy and human rights by strengthening democratic institutions,

increasing adherence to human rights standards, and facilitating accountable governance.

- Promoting dignity by meeting basic needs through efforts to help countries launch food security plans to reduce poverty and hunger, and increase their ability to address priority health needs of women and children.

The President recently signed the U.S. Government's first Policy Directive on Global Development. The directive sets out a new policy architecture that is intended to increase the standing of development in U.S. national-security policymaking and help harness development capabilities across the U.S. Government. The directive also points to changes in how we are to engage in development activities—by altering the terms of engagement with other donors and institutions and host governments and by using program impact analyses to drive development policy and practice. The President's policy directive also signals priorities in the orientation of development activities toward practices intended to promote greater sustainability. In particular, the directive indicates that, in the future, the U.S. Government will:

- Enhance our focus on broad-based economic growth and democratic governance.
- Invest in game-changing innovations that can solve long-standing development challenges.
- Place greater emphasis on building national- and community-level host government capacity to provide basic services over the long term.
- Tailor stabilization and post-crisis development strategies to the context of the challenges.
- Hold all recipients of assistance accountable for achieving development results.

Continuing policy discussions surrounding the Quadrennial Diplomacy and Development Review may lead to further refinements in plans to implement this development strategy.

In recent months, USAID has started to undertake a series of operational reforms intended to strengthen the Agency's capacity to achieve high-impact development and make smart use of limited resources. These Agency priorities include reforms in the areas of procurement, human capital management, policy development, monitoring and evaluation, budget management, innovation, and science and technology.

Just as OIG considers Administration priorities and policy developments in formulating work plans and allocating resources, the office also responds to congressional interests and mandates. Congress plays a key role in setting OIG priorities. In recent reports accompanying appropriation measures, Congress has indicated its desire for increased oversight of USAID activities in Haiti, Afghanistan, Pakistan, and West Bank/Gaza by allocating specific funds for OIG activities in these countries. Congress has also affirmed its interest in maintaining a high degree of oversight of USAID HIV/AIDS, malaria, and tuberculosis programs by mandating OIG engagement in the development of a comprehensive oversight plan for these programs and authorizing OIG to use program funds to perform related audits, inspections, and reviews.

## Strategic Planning Framework

### *Mission*

The mission of OIG is to contribute to and support integrity, efficiency, and effectiveness in all USAID, MCC, USADF, and IAF activities.

### *Values*

In accomplishing our mission, we are committed to the following:

- |            |   |
|------------|---|
| Integrity  | <ul style="list-style-type: none"><li>• Display character, decency, and honor in everything we do.</li><li>• Work openly and fairly with our colleagues and partners.</li><li>• Show respect for one another.</li><li>• Maintain independence to ensure objectivity and impartiality.</li><li>• Accept responsibility for our actions.</li></ul>  |
| Excellence | <ul style="list-style-type: none"><li>• Strive to produce work that has distinction, merit, quality, and a positive effect.</li><li>• Work efficiently with highly trained people who enjoy equal opportunities to excel.</li><li>• Deliver products that are accurate, timely, complete, concise, and meaningful.</li><li>• Present work in a way that is most useful to those who are responsible for implementing the organization's goals and objectives.</li></ul>   |
| Teamwork   | <ul style="list-style-type: none"><li>• Work with USAID, MCC, USADF, and IAF management to understand their program objectives.</li><li>• Team with USAID, MCC, USADF, and IAF, demonstrating and encouraging integrity and achieving excellence.</li><li>• Understand the entire OIG program and its effect on the organizations' programs.</li><li>• Help management find solutions to problems.</li><li>• Remember that our success is measured in part by the success of our colleagues and partners.</li></ul> |

<i>Strategic Goal</i>	<i>Strategic Objective</i>	<i>Performance Measures</i>
<p>Keep senior agency officials and Congress fully informed of the status of USAID, MCC, USADF, and IAF administration and operations and the need for and progress of corrective actions.</p>	<p>Provide timely, high-quality reports and briefings to senior agency officials and Congress on the major challenges identified by audits and investigations.</p>	<p>Submit Semiannual Reports to the Congress as required.</p> <p>Brief senior officials on OIG activities and issues affecting USAID, MCC, USADF, and IAF.</p> <p>Brief key congressional staff on OIG activities and issues affecting USAID, MCC, USADF, and IAF.</p> <p>Issue timely reports of audits, inspections, evaluations, and reviews.</p> <p>Follow applicable auditing and inspection standards and OIG policies and procedures.</p> <p>Verify that management actions in response to audit recommendations have corrected identified problems.</p> <p>Achieve management agreement and plans for corrective action or management improvement on audit recommendations.</p>
<p>Promote improvements in the way that USAID and MCC advance sustainable development and global interests.</p>	<p>Contribute to improvements in USAID and MCC programs that advance the growth of democracy and good governance, including civil society, the rule of law, respect for human rights, and religious freedom.</p>	<p>Conduct audits and make recommendations if appropriate in the areas of conflict resolution, transition to and consolidation of democracy, democratic reform, rule of law, democratic governance, and human rights.</p> <p>Exchange views with USAID and MCC officials on these programs and provide advice when appropriate to help improve programs.</p>

<b>Strategic Goal</b>	<b>Strategic Objective</b>	<b>Performance Measures</b>
<p>Promote improvements in the way that USAID and MCC advance sustainable development and global interests (<i>continued</i>).</p>	<p>Contribute to improvements in USAID and MCC programs for strengthening world economic growth, development, and stability while expanding opportunities for U.S. businesses and ensuring economic security for the nation.</p>	<p>Conduct audits and make recommendations when warranted, with a focus on trade and investment, agricultural development, participant training, food aid, global development alliances, and implementation of the Millennium Challenge Account.</p> <p>Exchange views with officials on these programs and provide advice when appropriate to help improve programs.</p>
	<p>Contribute to improvements in USAID and MCC programs to improve health, education, environment, and other social and environmental conditions for the global population.</p>	<p>Conduct audits and make recommendations as warranted, giving priority to the areas of HIV/AIDS, tuberculosis, and malaria; infant and child mortality; reproductive and maternal health care; basic education; and environmental management.</p> <p>Attend meetings and exchange views with USAID and MCC officials on the programs described above, and provide advice when appropriate to help improve programs.</p>
	<p>Help USAID and MCC minimize the human costs of displacement, conflict, and natural disaster.</p>	<p>Conduct audits of humanitarian response programs as well as disaster prevention and preparedness programs and make recommendations as appropriate.</p> <p>Exchange views with USAID and MCC officials on programs and provide advice when appropriate to help improve programs.</p>

<i>Strategic Goal</i>	<i>Strategic Objective</i>	<i>Performance Measures</i>
<p>Help USAID, MCC, USADF, and IAF achieve management and organizational excellence.</p>	<p>Contribute to the development of a workforce whose number, skills, and deployment meet U.S. foreign assistance needs; to strategies for succession planning and leadership continuity; and to strategies that integrate workforce planning into the budget and strategic planning processes.</p>	<p>Conduct audits and make recommendations as appropriate, giving priority to the following areas:</p> <ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Use of existing personnel flexibilities, tools, and technology</li> <li>• Succession planning</li> <li>• Managing productivity</li> <li>• Internal accountability systems</li> <li>• Competitive sourcing</li> <li>• Employee security</li> </ul> <p>Exchange views with agency officials on these programs and provide advice when appropriate to help improve programs.</p>
	<p>Contribute to improvements in USAID and MCC processes for planning, monitoring, and reporting on program activities and integrating performance information into budget decisionmaking.</p>	<p>Conduct audits and make recommendations when appropriate, with a focus on performance planning and reporting, strategic budgeting, field support, and coordination with the State Department on the consolidation of financial management, information technology, and other support services.</p> <p>Exchange views with USAID and MCC officials and provide advice when appropriate to help improve programs.</p>

<i>Strategic Goal</i>	<i>Strategic Objective</i>	<i>Performance Measures</i>
<p>Help USAID, MCC, USADF, and IAF achieve management and organizational excellence (<i>continued</i>).</p>	<p>Contribute to improvements in USAID and MCC processes for awarding and administering acquisition and assistance instruments.</p>	<p>Conduct audits that report on USAID and MCC programs and operations and make recommendations as warranted, with priority given to audits of:</p> <ul style="list-style-type: none"> <li>• Training and use of contracting and assistance officer technical representatives</li> <li>• Managing service contracts</li> <li>• Performance-based contracting</li> <li>• Compliance with acquisition and assistance policies and procedures</li> <li>• Small business utilization</li> <li>• Managing procurement workload</li> <li>• Procurement system evaluations</li> <li>• Use of online procurement applications</li> </ul> <p>Exchange views with USAID and MCC officials on the issue areas listed above and provide advice when appropriate to help improve performance.</p>

<i>Strategic Goal</i>	<i>Strategic Objective</i>	<i>Performance Measures</i>
<p>Help USAID, MCC, USADF, and IAF achieve management and organizational excellence (<i>continued</i>).</p>	<p>Assist USAID, MCC, USADF, and IAF in improving financial systems that contribute to preparation of reliable and useful information that managers can use.</p>	<p>Conduct audits that report on financial systems and make recommendations if appropriate. Priority will be given to the following issue areas:</p> <ul style="list-style-type: none"> <li>• Compliance with Federal financial management system requirements and applicable accounting standards.</li> <li>• Accurate and timely interim financial reporting.</li> <li>• Integration of Washington and overseas financial and performance management systems.</li> <li>• Accurate and timely posting of transactions.</li> <li>• Timely reconciliation of financial data.</li> </ul> <p>Exchange views with officials and provide advice when appropriate to help improve programs.</p>

<i>Strategic Goal</i>	<i>Strategic Objective</i>	<i>Performance Measures</i>
<p>Help USAID, MCC, USADF, and IAF achieve management and organizational excellence (<i>continued</i>).</p>	<p>Assist USAID and MCC in ensuring proper accountability for funds provided to contractors, grantees, and host governments.</p>	<p>Conduct audits that report on USAID and MCC systems for ensuring proper accountability for funds provided to contractors, grantees, and host governments and make recommendations if appropriate.</p> <p>Perform desk reviews and transmit reports on financial audits of contractors, grantees, and host governments to USAID and MCC and make recommendations as appropriate.</p> <p>Conduct desk reviews of financial audits conducted by non-Federal auditors to help ensure that the audits were performed in accordance with U.S. Government Accountability Office Government Auditing Standards and OIG policies and procedures.</p> <p>Perform quality control reviews on a sample of financial audits conducted by non-Federal auditors to help ensure that the audits were performed in accordance with U.S Government Accountability Office Government Auditing Standards and OIG policies and procedures.</p>

<i>Strategic Goal</i>	<i>Strategic Objective</i>	<i>Performance Measures</i>
<p>Help USAID, MCC, USADF, and IAF achieve management and organizational excellence (<i>continued</i>).</p>	<p>Promote improvements in the creation of systems and information technology (IT) infrastructures that are able to leverage capital investments, provide blueprints for IT solutions, and share data and information within the organization and with its customers.</p>	<p>Conduct audits and make recommendations if appropriate, focusing on:</p> <ul style="list-style-type: none"> <li>• Compliance with Clinger-Cohen Act of 1996.</li> <li>• Compliance with OMB Circular A-11, Exhibit 53, Form 300.</li> <li>• Compliance with cost, schedule, and performance targets.</li> <li>• E-Government and Government Paperwork Elimination Act initiatives.</li> </ul> <p>Exchange views with officials and provide advice when appropriate to help improve programs.</p>
	<p>Contribute to the development, promotion, and monitoring of security awareness and processes for protecting USAID, MCC, USADF, and IAF critical information systems from loss, misuse, and unauthorized access or modification.</p>	<p>Conduct audits and make recommendations when appropriate to improve compliance with the Federal Information Security Management Act of 2002, the Computer Security Act of 1987, and OMB Circular A-130, Appendix III.</p> <p>Exchange views with USAID, MCC, USADF, and IAF officials and provide advice when appropriate to improve compliance with the requirements described above.</p>

<i>Strategic Goal</i>	<i>Strategic Objective</i>	<i>Performance Measures</i>
<p>Promote better management of significant and unplanned matters.</p>	<p>Contribute to better management of USAID and MCC activities that address significant, often unplanned, conditions or engender intense congressional interest.</p>	<p>Conduct audits of significant unplanned programs and programs with congressional interest and make recommendations if warranted.</p> <p>Exchange views with officials on programs and provide advice when appropriate to help improve the performance of significant and unplanned programs.</p>
<p>Preserve and protect USAID, MCC, USADF, and IAF program and employee integrity.</p>	<p>Investigate allegations of fraud, waste, and abuse in USAID, MCC, USADF, and IAF programs and operations.</p>	<p>Track and report the number of allegations investigated. Track and report the number of criminal, civil, and administrative actions resulting from investigations.</p> <p>Make referrals, as appropriate, for criminal, civil, or administrative actions.</p>

<i>Strategic Goal</i>	<i>Strategic Objective</i>	<i>Performance Measures</i>
<p>Preserve and protect USAID, MCC, USADF, and IAF program and employee integrity (continued).</p>	<p>Prevent fraud, waste, and abuse in USAID and MCC programs.</p>	<p>Conduct fraud awareness training to increase participant awareness of the potential for fraud.</p> <p>Increase the number of fraud awareness sessions.</p> <p>Record the number of participants in fraud awareness training, identifying their program areas.</p> <p>Promote the OIG Hotline to increase awareness of tools for reporting fraud, waste, and abuse.</p> <p>Conduct proactive investigations.</p> <p>Discuss the prevention of fraud, waste, and abuse with USAID and MCC officials at annual OIG planning conferences and other forums.</p> <p>Provide advice, when appropriate, to help USAID and MCC safeguard programs and operations.</p> <p>Make recommendations for systemic improvements when weaknesses in USAID and MCC programs or operations are detected.</p>
	<p>Preserve and protect USAID, MCC, USADF, and IAF employee integrity by conducting and concluding investigations of employee integrity efficiently and expeditiously.</p>	<p>Complete employee integrity investigations within 120 days of receipt of an allegation. Make referrals, as appropriate, for criminal, civil, or administrative actions.</p> <p>Track and report the number of criminal, civil, and administrative actions resulting from investigations.</p>

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